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**A STUDY ON ORGANIZATIONAL CLIMATE WITH SPECIAL
REFERENCE TO RECOGNITION AND APPRECIATION IN ORDNANCE
FACTORY THIRUCHIRAPPALLI**



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Short Profile

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ABSTRACT:

This study aims to rank these factors in the order of importance in determining the existing organizational climate and to understand the employees' perception of their existing organizational climate. These 281 employees are chosen for the study on a stratified random sampling basic. Each department in the company is given adequate representation in the sample. The overall conclusion from this study among the factors contributing to employer-employee relation is the inadequate monetary reward to an employee. Welfare facilities and adequate grievance handling mechanism are some important issues of the study. The co-workers in the organization should co-operate with the

respondents. In this organization 58.7per cent of them are able to co-operate with their co-workers without any hesitation. Management must initiate necessary efforts to improve the inter-personal relationship among employees.

KEYWORDS

welfare facilities, organizational climate, organizational conflict, grievances.

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INTRODUCTION :

Organizational climate is a set of attributes which can be perceived about a particular organization or its subsystems and they may be induced from the way the organization or its sub systems deal with their members and environment. Members of the organization can have positive or negative perception of the attributes of the organization. For instance the negative perceptions may lead to employees' dissatisfaction.

It can also affect the productivity and performance of the organization. In contrast, positive perceptions may increase the sense of belonging, sense of oneness and employee co-operation. Because of its growing importance, plethora of researchers is required on topics connected with organization climate. Organization climate refers to employees' perceptions of their work environment. These perceptions reflect the way in which an employee describes the work place.

STATEMENT OF THE PROBLEM:

Organizational climate is a perception that members have about the structural characteristics of the firm. Understanding organizational climate, its nature and complexity is important, not only for enhancing organizational performance, but also for enhancing human well being in organizations. The knowledge of climate prevailing in an organization as a whole and in different parts thereof can help in better harnessing of human resources, enabling their effective development and utilization.

Organizational climate is created from the perception of organizational members about organizational dimensions. Perception, being a cognitive process, is influenced by the personality, motivation, learning and experience of the individual. It is, thereof expected that organizational climate is influenced by the factors that influence perception.

OBJECTIVES OF THE STUDY:

The objectives of the study have been divided into general and specific objectives.

- General objectives
- Specific objectives

General objectives

To inquire into the factors constituting the organization climate of ordnance factory, Tiruchirappalli with an accent on the identification of the critical constituents of the organizational climate.

Specific objectives

- 1.To understand the employees' perception of their existing organizational climate.
- 2.To identify the factors that constitute the organizational climate of the study unit.
- 3.To study the relative importance of each one of these factors in contributing to the climate formation.
- 4.To rank these factors in the order of importance in determining the existing organizational climate.

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5.To understand the extent of influence of organizational climate in determining the employee job satisfaction

SCOPE OF THE STUDY:

This study aims at providing an in-depth analysis of the factors constituting the organizational climate in ordnance factory, Tiruchirappalli. The present study aims at identifying the factors that constitute the organizational climate, how the factors contribute to the formulation of climate, their existing position, job satisfaction in the organizational climate and the ways of improving the climate with regard to the findings and the suggestions.

The study was also framed to know the pros and cons of the respondents during their working hours. This was mainly done to make their superiors know how far their employees are able to co-operate and functional in this organization.

METHODOLOGY:

In order to carry out the study, a methodological and structured design has been used. Ordnance factory, Tiruchirappalli has been purposely chosen for the present study as it is one of the largest industrial concerns in Tiruchirappalli where fewer researches were carried out in the past in an intense manner on any HR topics.

SAMPLE SIZE:

The number of employees on the staff roll of the company is 1800 which constituted the universe of the present study. From this universe, 281 employees are chosen as study respondents who constituted 16 per cent of the population. These 281 employees are chosen for the study on a stratified random sampling basis. Each department in the company is given adequate representation in the sample.

LIMITATIONS:

- The study on organizational climate is based only on ordnance Factory, Tiruchirappalli and the study cannot be allied to any other organization.
- Since all the employees were not considered in the questionnaire, the full performance or conduct of the organization cannot be
- judged precisely.

DATA ANALYSIS AND INTERPRETATION:

The frequency distribution of tables with reference to recognition and appreciation are shown from tables 4.1 to 4.4

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Table 4.1
Table showing that there is cordial relationship between the Organization and employees

Category	Frequency	Percentage
Strongly agree	53	18.9
Agree	176	62.6
No opinion	48	17.1
Disagree	3	1.1
Strongly Disagree	1	0.4
Total	281	100

Source: Primary data

From the reflection of the above table, 53 of the respondents are having a good understanding with the organization and regulation. 62.2% of the respondents also consider that respondents have expressed no opinion about the relationship. Three of the respondents also reflect the same view .And 1 respondent is not able to adjust with the organization which is insignificant.

Only when there is a cordial relationship between the organization and the employees, the organization can run smoothly and they can achieve their target within a stipulated period. In this organization, this is true.

Table 4.2
Table showing that there s always an expectation from the Organization that the employees have to work more:-

Category	Frequency	Percentage
Strongly agree	70	25
Agree	127	45.2
No opinion	32	11.4
Disagree	29	10.3
Strongly Disagree	23	8.1
Total	281	100

Source: Primary data

The above table points out that 25%of the respondents consider that the organization is always expecting more work. 45.2% of the respondents broadly endorse the same comments. 32 of the respondents have nothing to say about this expectation from the organization.10.3% of the respondents regret this statement. 8.1% of them have no such expectations and they are insignificant.

The organization always expects the respondents to work more in addition to their normal work; her 127 respondents had experienced this.

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Table 4.3
Table showing that the co-workers in the organization are
Co-operating with the respondents

Category	Frequency	Percentage
Strongly agree	93	33.1
Agree	165	58.7
No opinion	12	4.3
Disagree	9	3.2
Strongly Disagree	2	0.7
Total	281	100

Source: Primary data

The diagrammatic representation shows that 33% of the respondents are able to co-operate with them without any misunderstanding. 58.7% of the respondents also experienced positive attitude towards the co-workers. 4.3% of them neither accepts nor reject the view about the co-operation among the employees. 3.2% of the respondents determine the same selection with the co-workers. And just 2 respondents feel dissatisfaction With the Co-Workers and it is insignificant.

The co-workers in the organization should cooperate with the respondents. In this organization 58.7 per cent of them are able to co-operate with their co-workers without any hesitation.

Table 4.4
Table showing that there s a friendly relationship between the
Employer and employee

Category	Frequency	Percentage
Strongly agree	36	12.8
Agree	105	37.4
No opinion	96	34.2
Disagree	42	14.6
Strongly Disagree	2	0.7
Total	281	100

Source: Primary data

From the evaluation of the above table, 12.8% of the respondents have experienced that there is a friendly relationship and there is a good sharing during their working hours. 37.4% of the respondents whole heartedly felt the same experience especially when there is difficulty. 34.2% of them don't have an opinion about the respondents have no such relation with anyone and they are under insignificant aspect.

The organization's employer and employee's are having a friendly relationship during their working hours which helps to work and clarify doubts without much difficulty. 37.4 per cent of respondents have accepted this.

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FINDINGS:

- ✦ In the formulation and evaluation with regard to the 'cordial relationship, between the organization and the employees', when compared with the 281 respondents, 176 respondents are having a cordial relationship: and are having a good understanding with the rules & regulations of the organization. But at the other side just one respondent does not accept the statement.
- ✦ In any organization there will be 'always an expectation from the organization that the employees have to work more,. In this regard 127 of the respondents had agreed that this organization expects the employees to work extra i.e. (45.2per cent). At the other side,23 of the respondents regret the statement to be true.
- ✦ In an organization only when the 'co-workers in the, organization are properly co-operating with the respondents, there will be smooth functioning and the work can be reliable. 165 of the respondents strongly agree that there is a very good co-operation with the respondents ie (58.7per cent). On the contrary, only two respondents namely (0.7per cent) oppose the statement.
- ✦ Only when there is 'recognition of the employees based on their skill and talent, there will be a proper motivation for the respondents' in this case most of the respondents, namely 102 of them (36.3per cent)are not having any opinion about the statement, where as only nine of the respondents (3.2per cent) do not agree with this statement.

SUGGESTIONS:

- ✦ In addition to other facilities, the respondents' children are given even education facilities which motivate the respondents to work with more zeal and utmost effort. The strength must be continued.
- ✦ Only when there is a cordial relationship between the organization and the employees, the organization can run smoothly and they can achieve their target within a stipulated period. In this organization this is really appreciable.
- ✦ The co-workers in the organization should co-operate with the respondents. In this organization 58.7per cent of them are able to co-operate with their co-workers without any hesitation. Management must initiate necessary efforts to improve the inter-personal relationship among employees.
- ✦ The organization's employer & employees are having a friendly relationship during their working hours which helps to work and clarify doubts without much difficulty. 37.4per cent of respondents have accepted have accepted this . This strength should be further be improved.

CONCLUSION:

The overall conclusion from this study among the factors contributing to employer-employee relation is the inadequate monetary reward to an employee. Welfare facilities and adequate grievance handling mechanism are some important issues of the study. This study reflects the removal of various constraints for good employer-employee relations. With the suggestions, if rightly accepted and implemented, organization conflicts can be settled.

Therefore there is always a need for continuous research and full study to identify the factors responsible for the success or failure of organizational climate.

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